

Department of Human Services

Office of Child Support Services
and

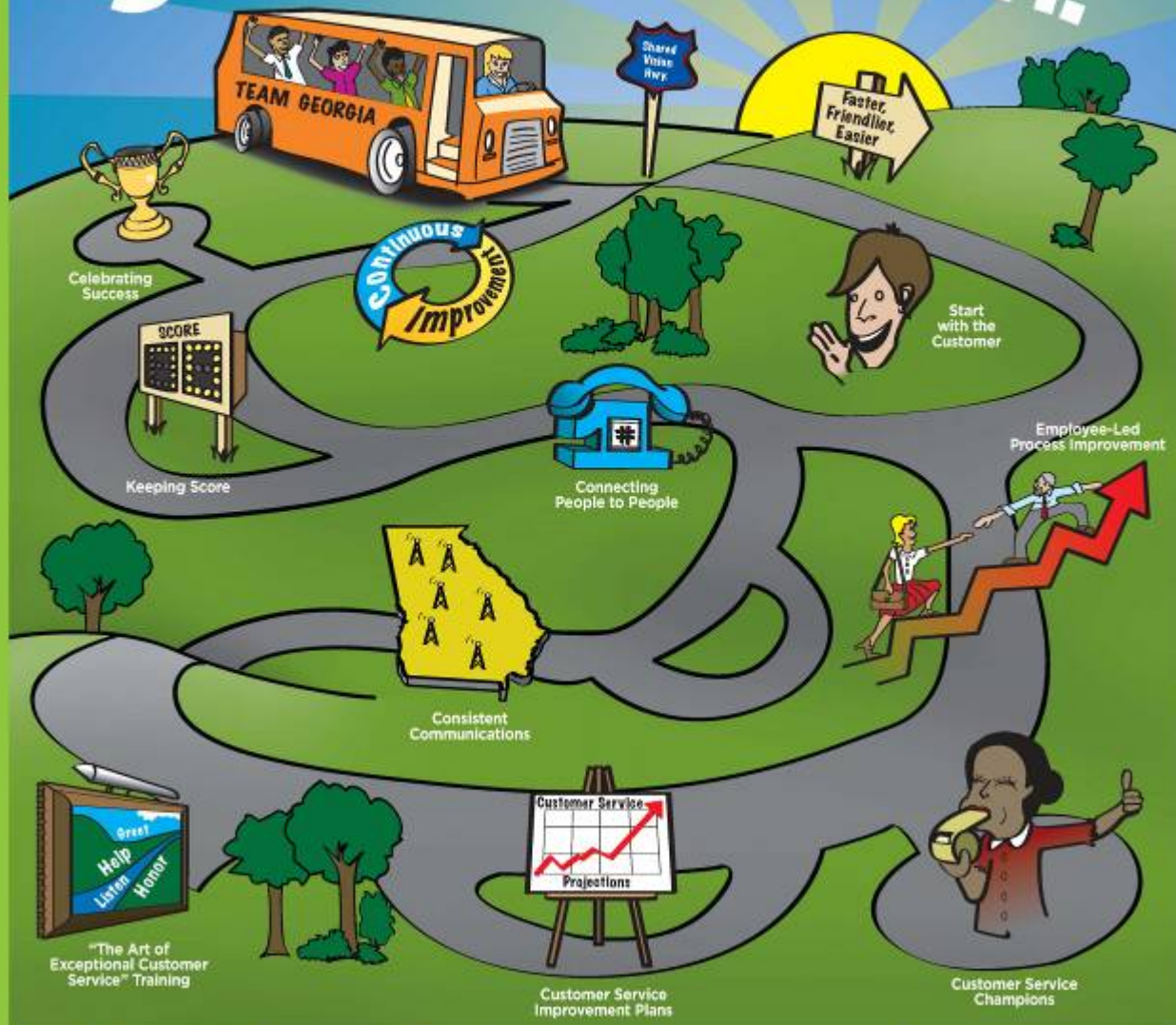
The Governor's Office of Customer Service

Call Center Improvement Project

November 29, 2007



Team Georgia. Service in Action.



Team Georgia's Roadmap to Success.

OCS IMPROVEMENT METHODOLOGY

May '07	June '07	July '07	August '07	September '07	October '07
<u>Start up</u> <ol style="list-style-type: none"> 1. Kickoff – 5/1 2. Identify SMEs 3. Interviews 4. MOU 	<u>Assessment</u> <ol style="list-style-type: none"> 1. Communication 2. Benchmarking 3. Data Collection 4. Focus Groups 5. Process Maps 6. Findings & Recommendations 7. Decisions on areas of improvement 		<u>Planning</u> <ol style="list-style-type: none"> 1. Charter 2. Teams 3. Present plan to Agency 4. Final decision on plan 	<u>Implementation</u> <ol style="list-style-type: none"> 1. Training 2. Rewards & Recognition 3. Execute improvement plan 4. Project close out 5. Lessons Learned 	



Background

- **Assessed Current State of OCSS Call Center**
 - People
 - Process
 - Technology

- **Areas of Focus**
 - Employment Satisfaction
 - Customer Satisfaction
 - Performance Data
 - Business Processes and Operations

- **Made Improvement Recommendations Based on Findings**
 - OCSS Leadership identified and prioritized areas of focus based on recommendations
 - The OCSS and OCS worked together to implement the areas of focus for improvements

Call Center Improvement Goals

Short Term (August – October, 2007)	Mid Term (November – June, 2008)	Long Term FY09
Rewards & Recognition	Employee Satisfaction	Performance Benchmarking
Call Center Communication	Employee Development	Quality Assurance
Workforce Optimization	Service Assurance	
Performance Benchmarking	New Technology	



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Short Term Goals

- Rewards and Recognition
- Call Center Communication
- Workforce Optimization
- Performance Benchmarking

REWARDS AND RECOGNITION

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Rewards & Recognition

Recommendations:

- Formalize a Rewards and Recognition program
- Initiate a pilot program
- Solicit staff input
- Base recognition on measurable results
- Rollout Calendar Year '08

Actions:

- Comprised a team of OCSS CC leadership and staff
- Created a pilot Rewards and Recognition Program
- Implemented pilot program, October 29, 2007

CALL CENTER COMMUNICATION

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Call Center Communication

Recommendations:

- Establish guidelines for responding to emails
- Establish a tier support system
- Conduct regular meetings
 - All staff and individual teams
- Utilize web cam services
- Implement Instant Messenger service for real time communication

Actions:

- Implemented GroupWise Instant Messenger Service for real time communication and tier support
- Implemented WebEx to facilitate training sessions and meetings, effective November 1, 2007

WORKFORCE OPTIMIZATION

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Workforce Optimization

Recommendations:

- Hire a full time WFM
- Purchase a WFM tool
- Train supervisors to manage by business dashboard
- Restructure team sizes to 1:12-15

Actions:

- WFM functions made a part of the Manager 1 responsibilities
- WFM Tool will be revisited, FY08 Budget
- Established performance guidelines
- Team size restructuring under consideration

CALL CENTER PERFORMANCE

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Call Center Performance

Recommendations:

- Combine all call center performance for reporting purposes
- Identify performance indicators that lead to optimal results
- Publish call center's performance goals
- Participate in the development of a "community of interest" peer group
- Establish business dashboard for back office processes (i.e., password reset)

Actions:

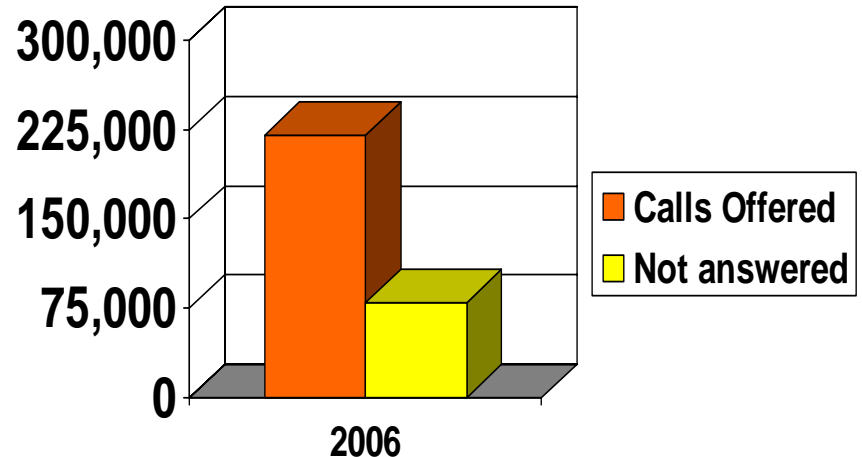
- Will begin reporting all call center performance, to include UW
- Established performance guidelines
- Created a venue for publishing call center's performance goals
- Revised back office processes

Call Volume vs. Calls not Answered

Jan – Oct, 2006

221K calls offered

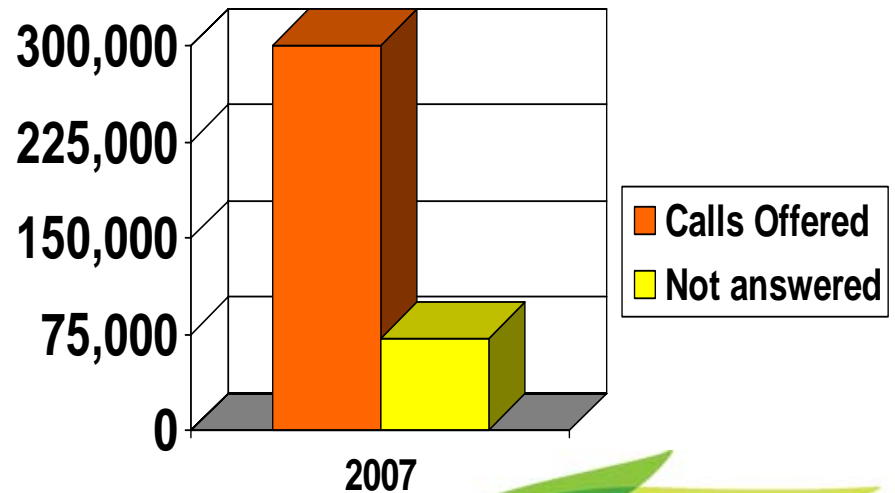
79K calls not answered



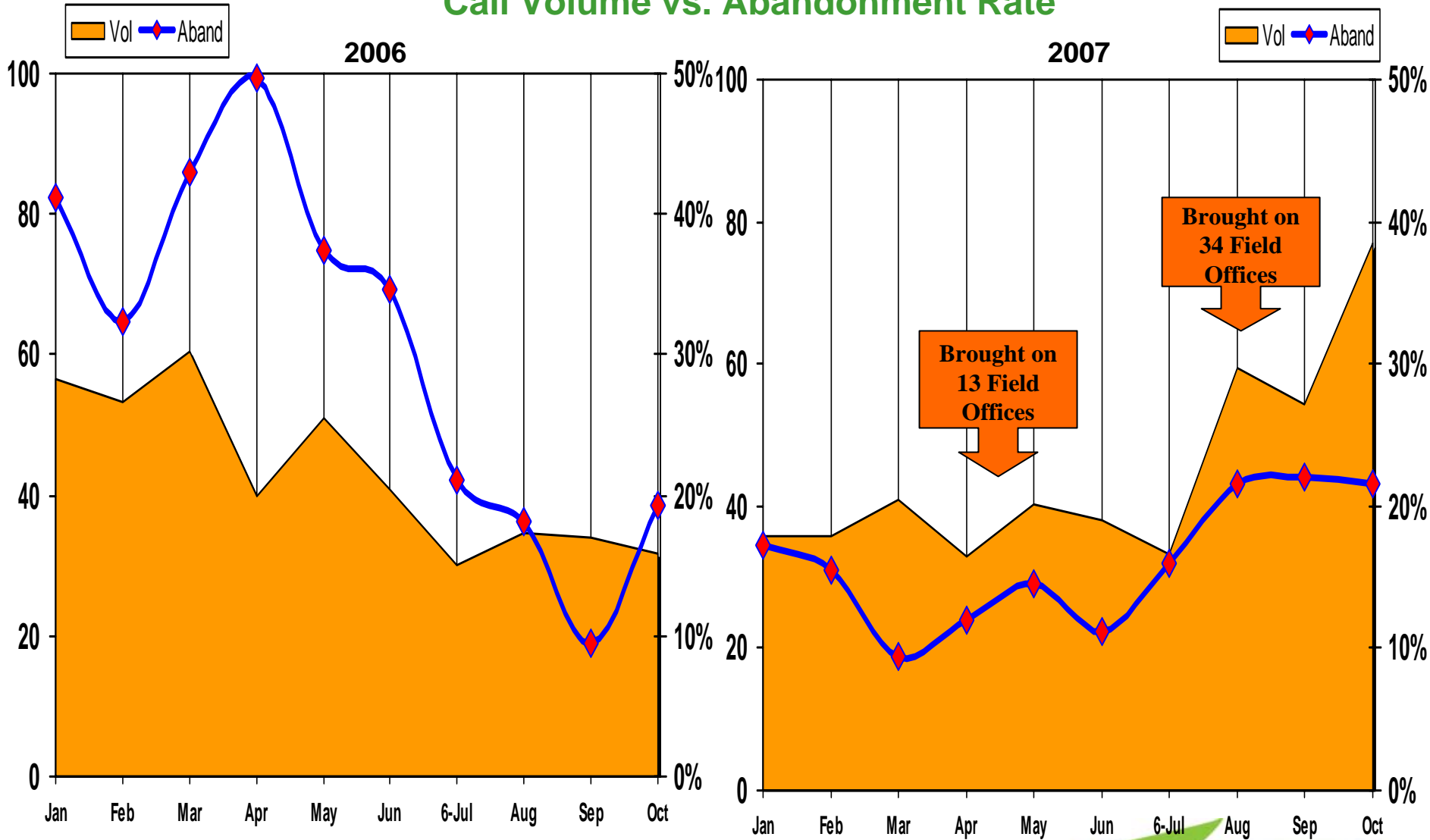
Jan – Oct, 2007

302K calls offered

71K calls not answered



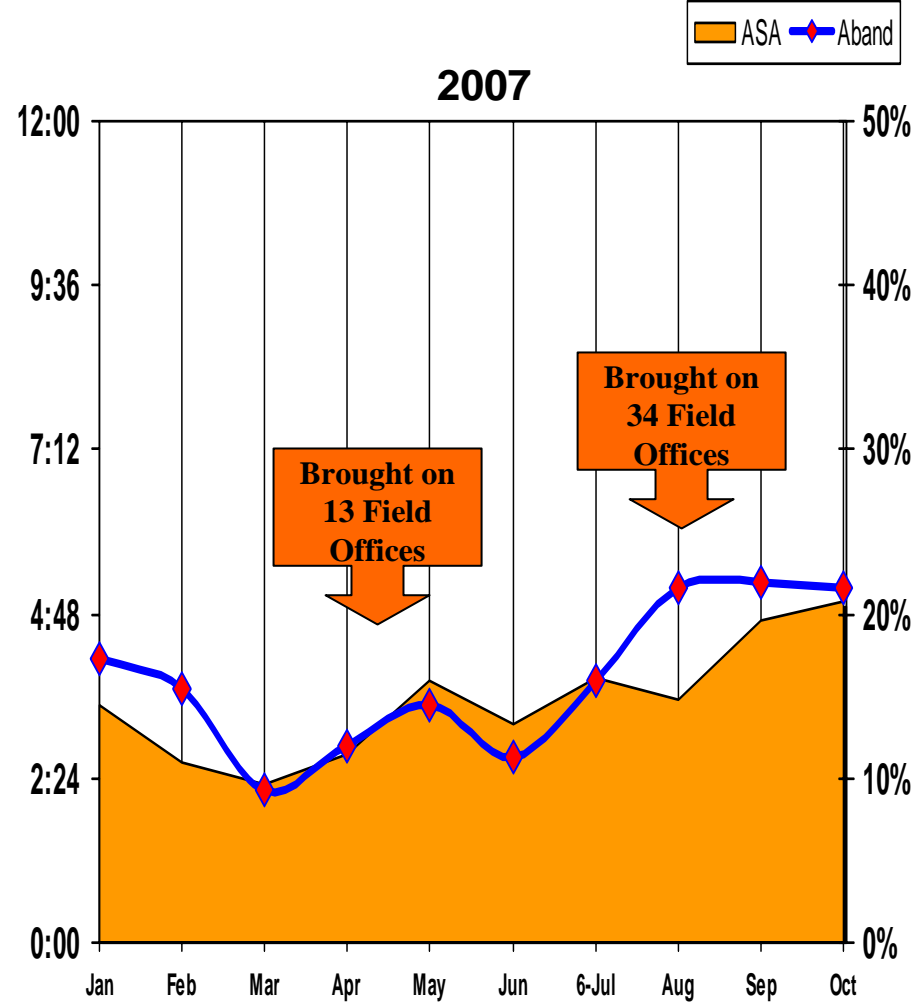
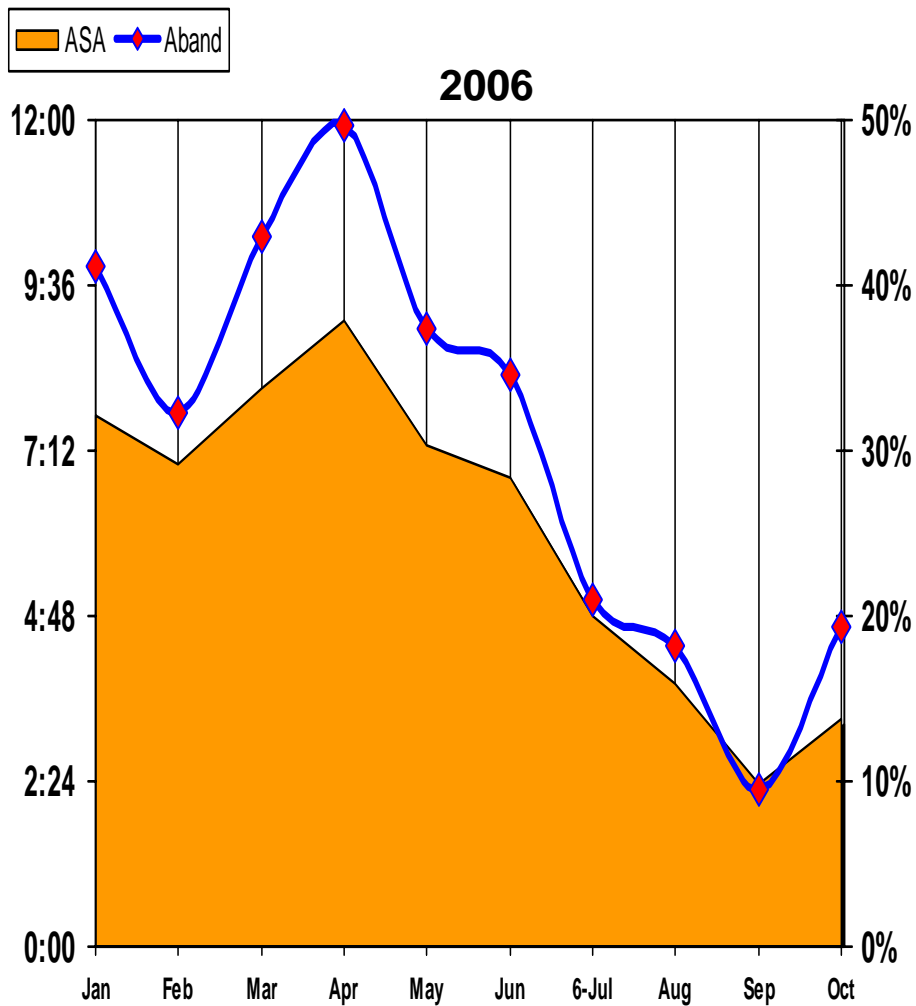
What a Difference a Year Makes! Call Volume vs. Abandonment Rate



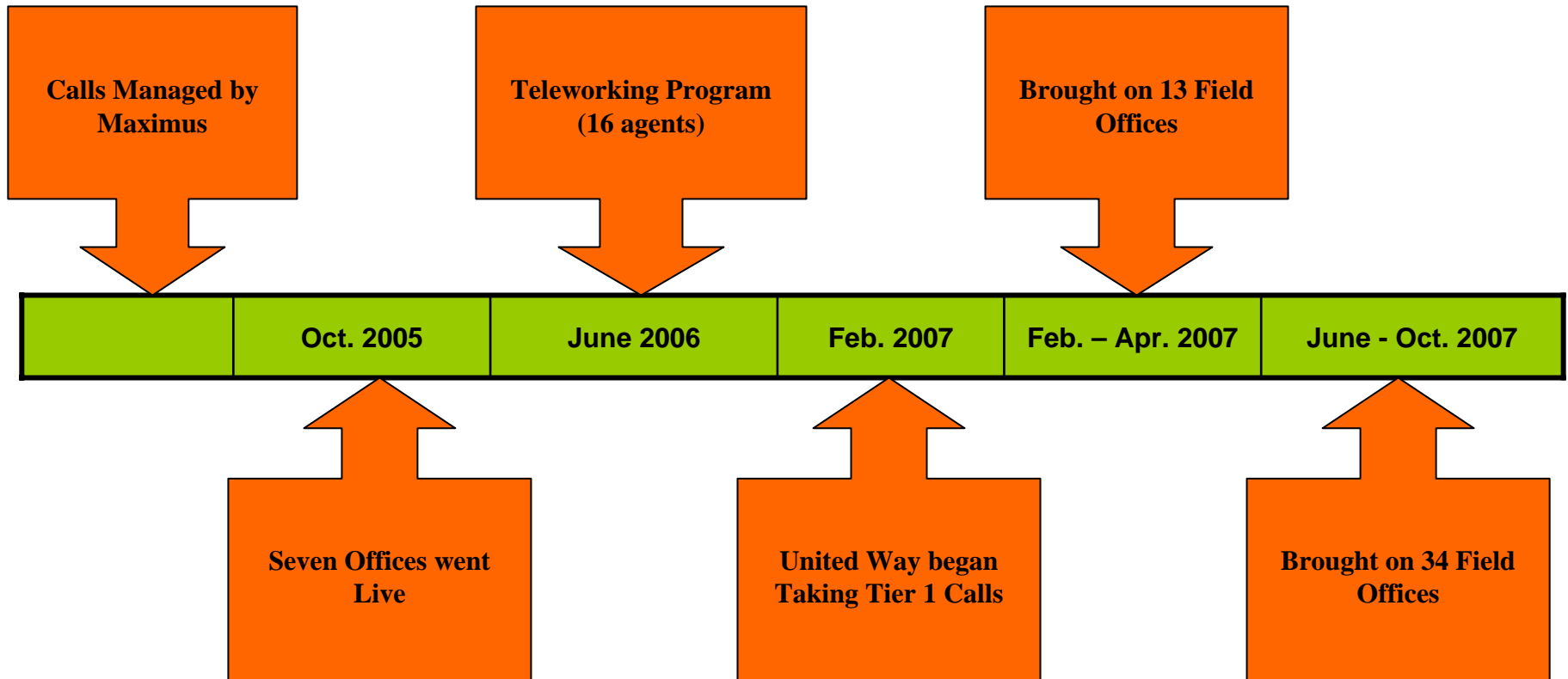
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What a Difference a Year Makes!

Speed to Answer vs. Abandonment Rate



The Evolution of OCSS Call Center



Call Center Improvements at a Glance

Area of Focus	2006 Performance	2007 Performance	Percent of Change
Call Volume	222K	302K	↑ 36%
Calls not Answered	79K	71K	↓ 11%
% of Calls not Answered	26%	19%	↓ 27%
Speed to Answer	6 min. 2 sec.	3 min. 12 sec.	↓ 47%
Talk Time	6 min. 2 sec.	5 min. 25 sec.	↓ 10%
Calls Transferred from UW	54%	33%	↓ 40%
Turnover 6%	Lower than the industry average rate of 19%		
All with no additional staff			



Mid and Long Term Goals

Call Center Improvement Goals

Mid Term (November – June, 2008)	Long Term FY09
Employee Satisfaction	Performance Benchmarking
Employee Development	Quality Assurance
Service Assurance	
New Technology (Coming Soon!!!)	



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